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Levels		
1	2	3
RELATE	Relationship Management	Internal Customer IT Management External Customer IT Management Relationship Management Technical Support Business Requirements Development Implementation Requirements Development Solution Development Time and Resources Estimation Solution Approval
	Requirements	Enterprise IT Architecture Development Domain Architecture Approval Enterprise IT Architecture Approval
DEVELOP	Enterprise IT Architecture	Information Architecture Development Application Architecture Development Technology Architecture Development Security Architecture Development Standard Policies Establishment Standards Development Standards Approval Standards Publication
	Domain Architecture	
	Standards	

...

Figure 1A

Business Requirements Development	
<p>The purpose of the "Business Requirements Development" process is to identify and document the business inputs, outputs and schedule requirements, as well as the actors providing inputs or receiving outputs from the requirements.</p> <p>The Business Requirements Development process includes the following activities:</p>	
1.	Identifying and documenting business stakeholder needs, expectations and constraints;
2.	Identifying and documenting business drivers and business interfaces (both internal and external);
3.	Identifying and documenting schedule and business case requirements;
4.	Transforming stakeholder needs, expectations, constraints, and interfaces into business requirements;
5.	Defining constraints for verification and validation; and
6.	Providing business requirements to the Implementation Requirements process.

Figure 1B

Classes of Elements			
Client	Server	Enabler	Application
PC	Application Server	Middlebox	Platform Software
Desktop	Enterprise Server	ATM Access Switch	Operating System
Notebook	Specialized Server	FRAD	Database Manager
Subnotebook	AS/400	Router	Infrastructure Software
Terminal	Tandem	LAN Switch	Application Server
3270	Parallel System	LAN Hub	Batch Processing Tool
5250	Distributed Server	FEP	Database Admin.
Asynch Terminal	Midrange Server	VPN Concentrator	Diagnostic Tool

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Figure 1C

Example Server Class Span			
North America			
US			
NW Data Center		Office XYZ	
Application Server	Infrastructure Servers	P2P Telecom	VRU
			Key System
	Call Recorder		
	Web Conferencing		
	Video Conferencing		
	Audio Conferencing		
	vMail		
	PBX		
	Application Server	Database	
		Print & Store	
Application Server	Infrastructure Servers	eMail / Groupware	
		General Midrange	
	Database		
	Print & Store		
	Print		
	External		
	Tape		
	DASD		
	eMail / Groupware		
	Parallel		
General Midrange			
Tandem			
Enterprise			

Figure 1D

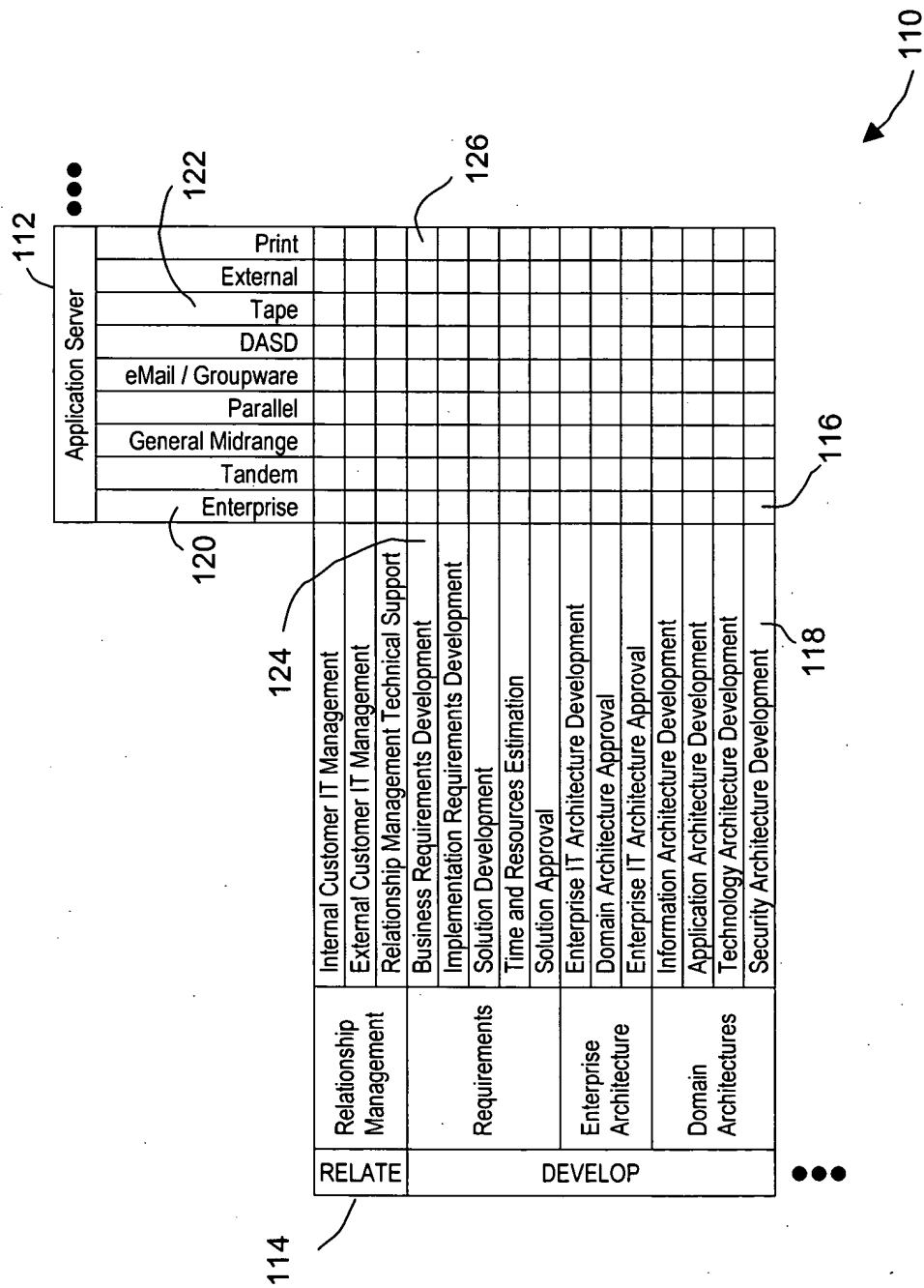


Figure 1E

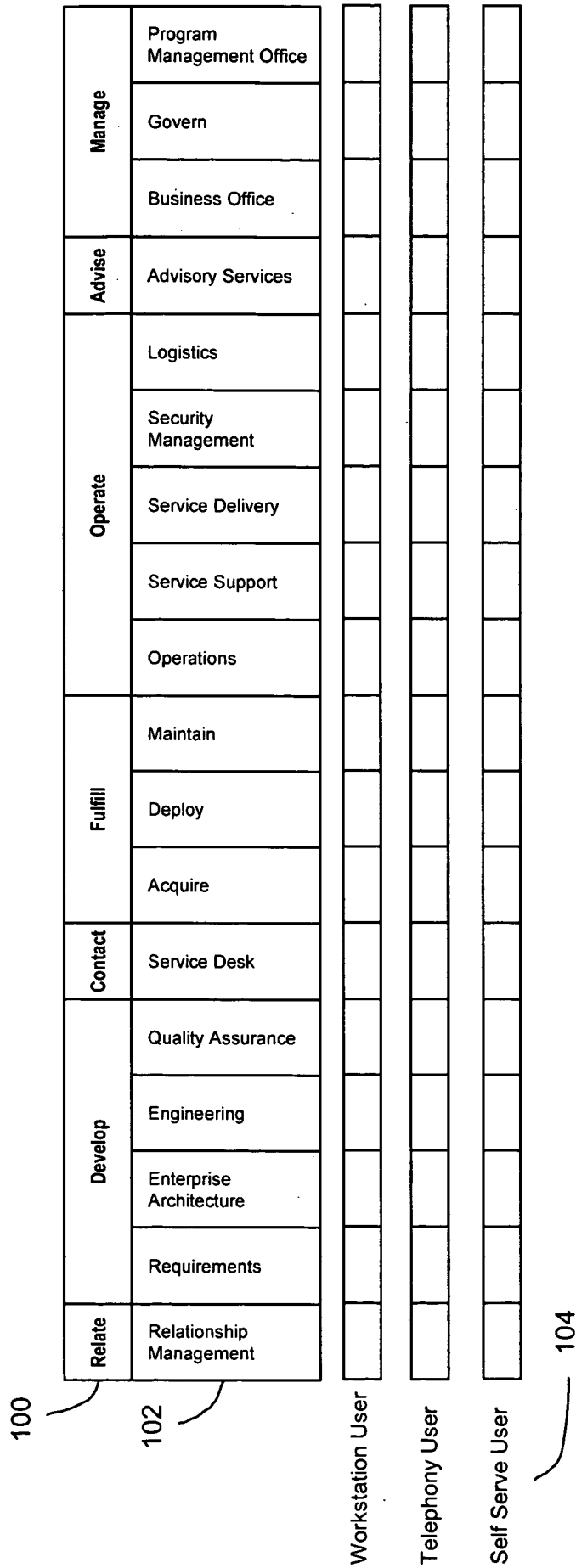


Figure 1F

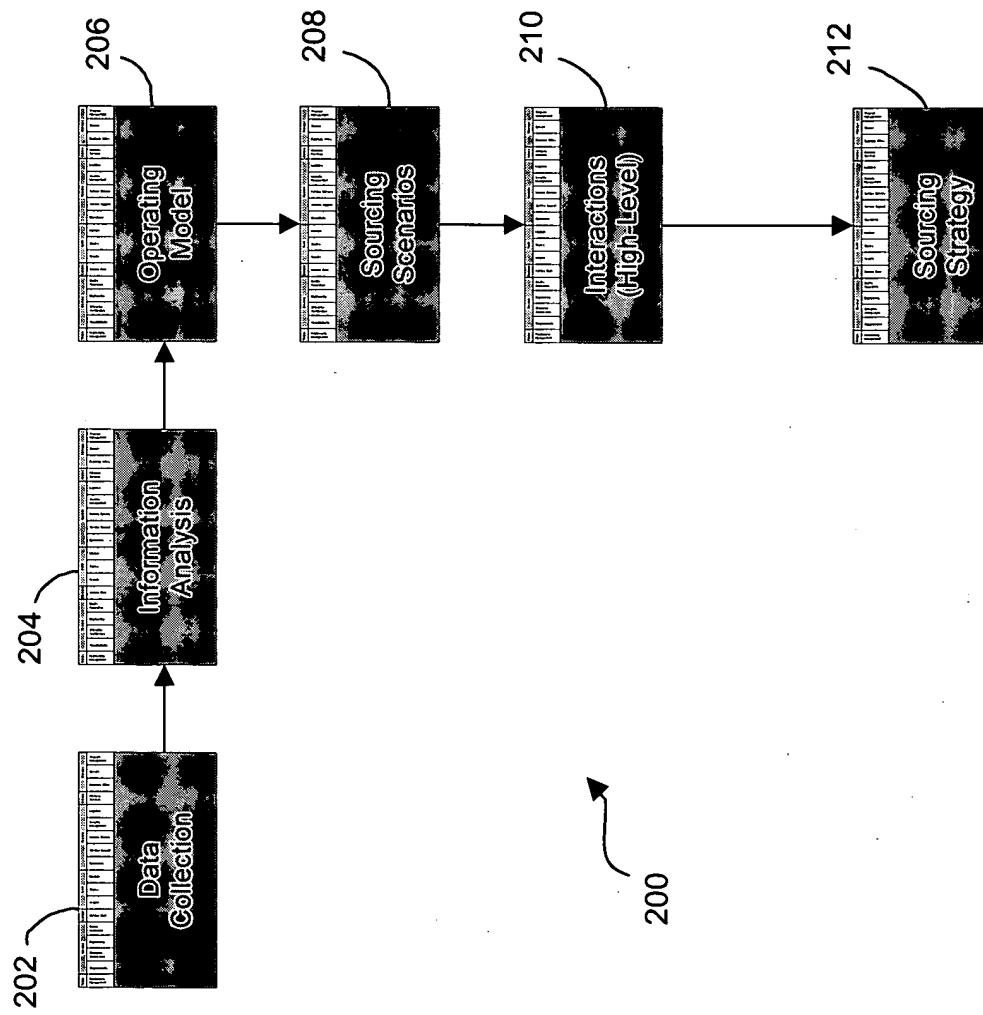


Figure 2



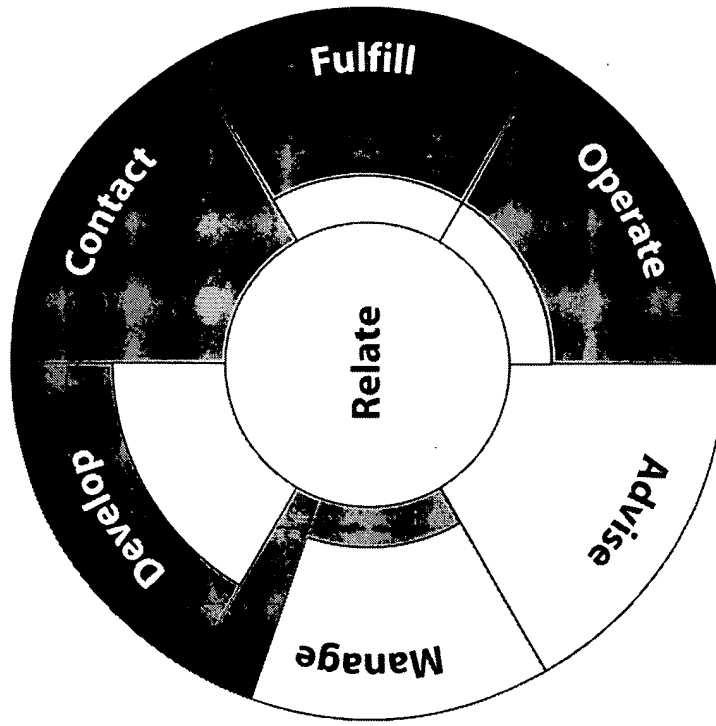


Figure 3

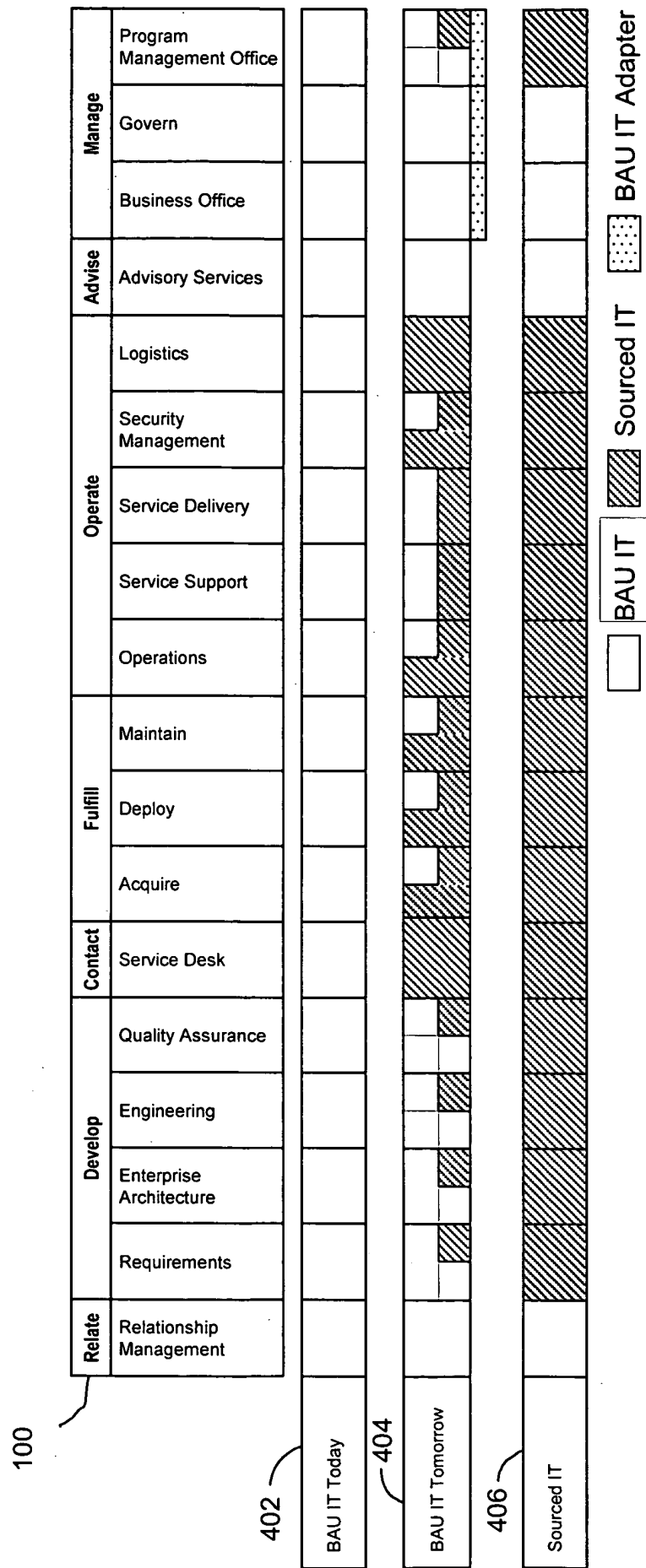


Figure 4

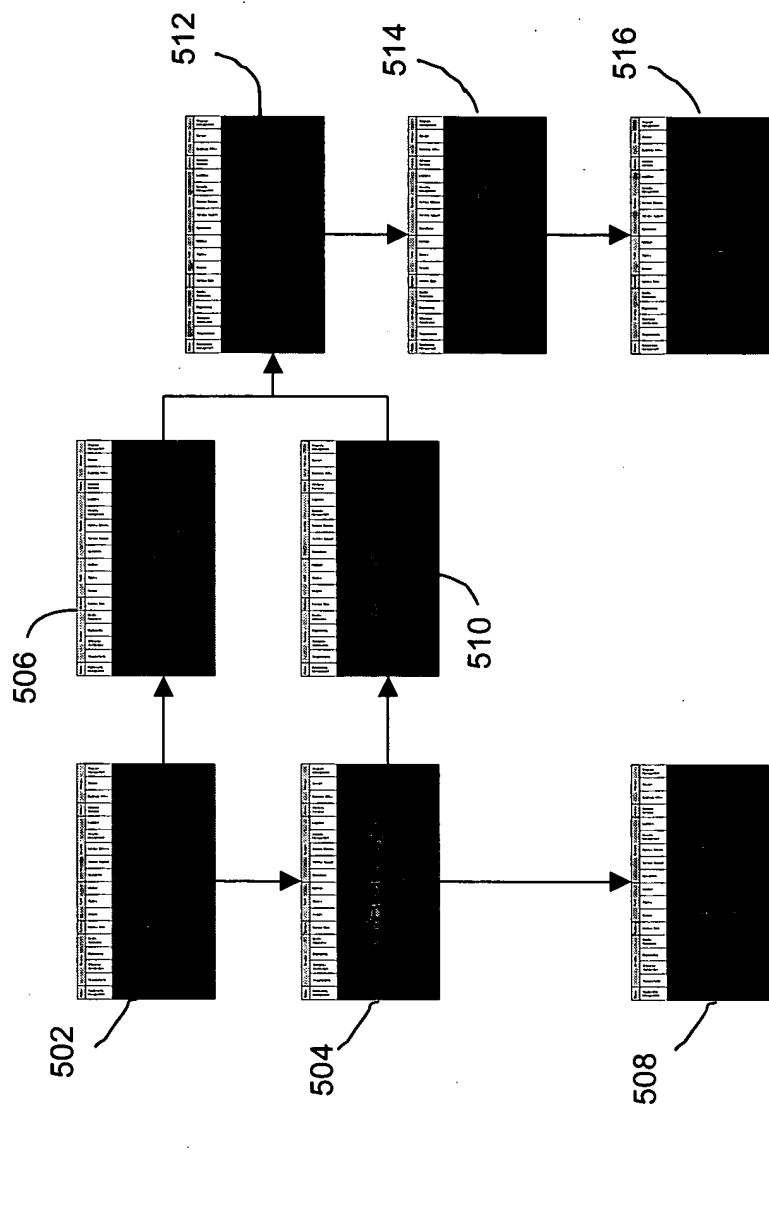


Figure 5

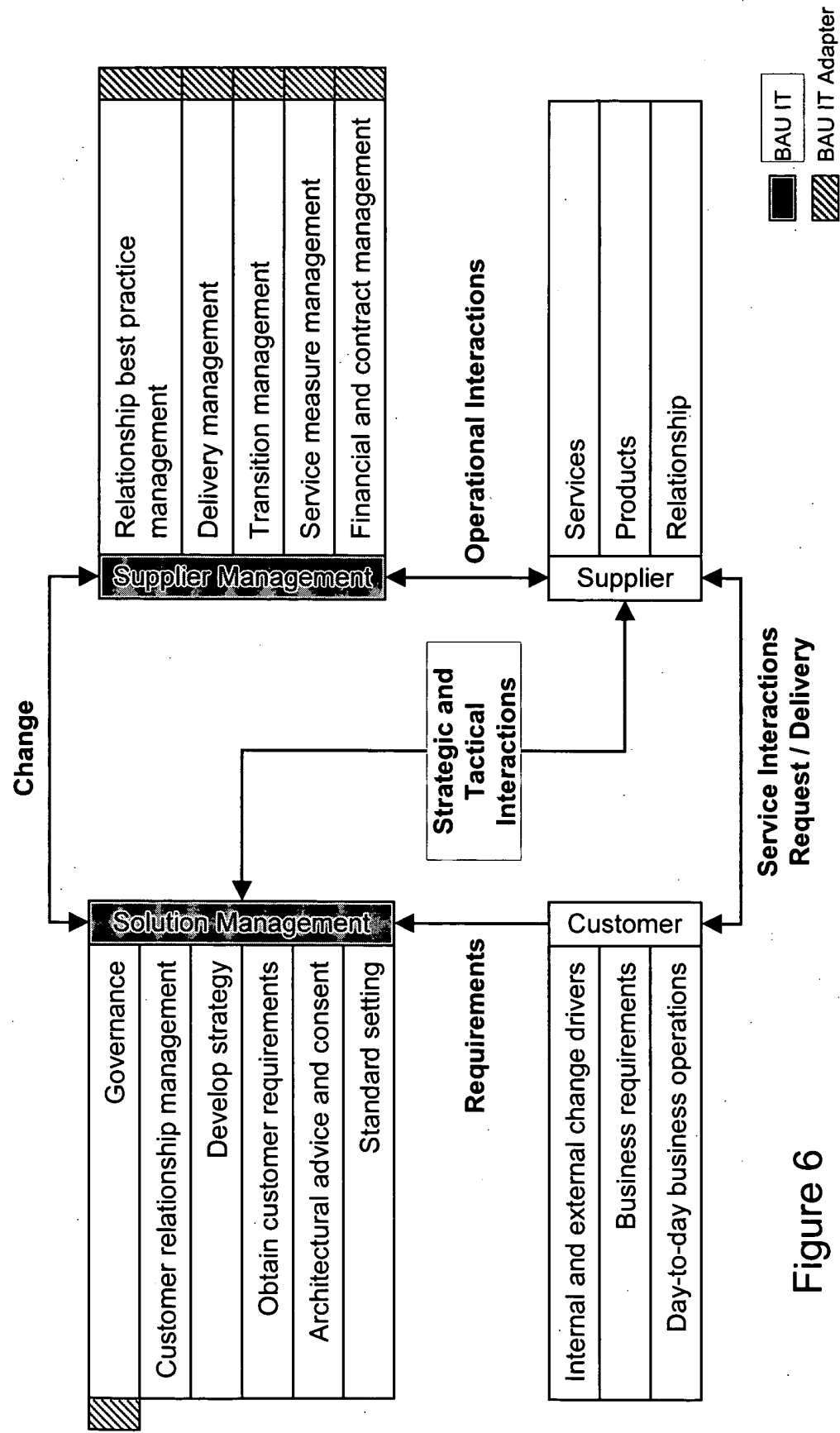


Figure 6

700

1.	Relate
1.1	Relationship Management
2.	Develop
2.1	Requirements
2.2	Enterprise Architecture
2.3	Engineering
2.3.1	Application Engineering
2.3.2	Platform Engineering
2.3.3	Network Engineering
2.3.4	Process Engineering
2.4	Quality Assurance
3.	Contact
3.1	Service Desk
4.	Fulfill
4.1	Acquire
4.2	Deploy
4.3	Maintain
...	

702

"Process Engineering" as it relates to the Services includes, but is not limited to, those activities necessary to continuously maintain the underlying work processes of the Services (and how they interface with Client's business processes) at a best-in-class level. Such activities include:

1. Identifying the applicable process objectives (e.g., cost reduction, output speed, quality improvement, etc.)
2. Documenting, measuring and evaluating the existing processes
3. Identifying the business processes dependencies
4. Identifying technology and other changes to the Services that require the design of new process
5. Identifying technology and other enablers that can enhance the processes
6. Designing new processes to produce the desired objectives
7. Documenting the new processes, including by developing process maps, textual write-ups, etc.
8. Prototyping or testing the new processes before wide-scale release
9. Developing the resource requirements and functional roles of the personnel to perform the processes
10. Designing the organizational changes necessary to achieve the desired outcome
11. Enhancing processing capabilities and efficiencies through system tuning and other run-time improvements
12. Specifying the technology and/or other enabler requirements in support of new processes
13. Performing a risk assessment of the process, organizational, technological or other changes associated with new processes
- ...

Figure 7

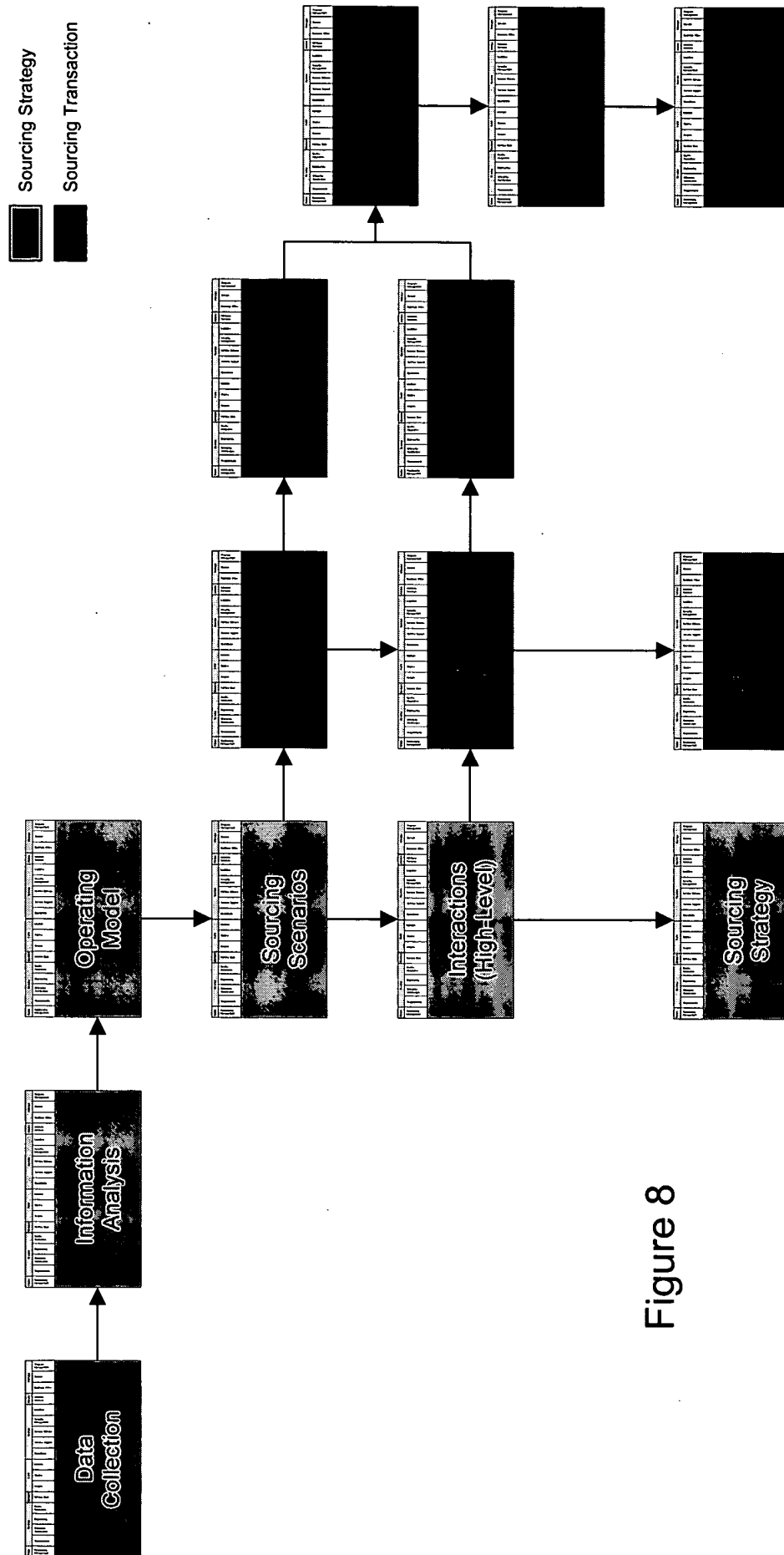


Figure 8

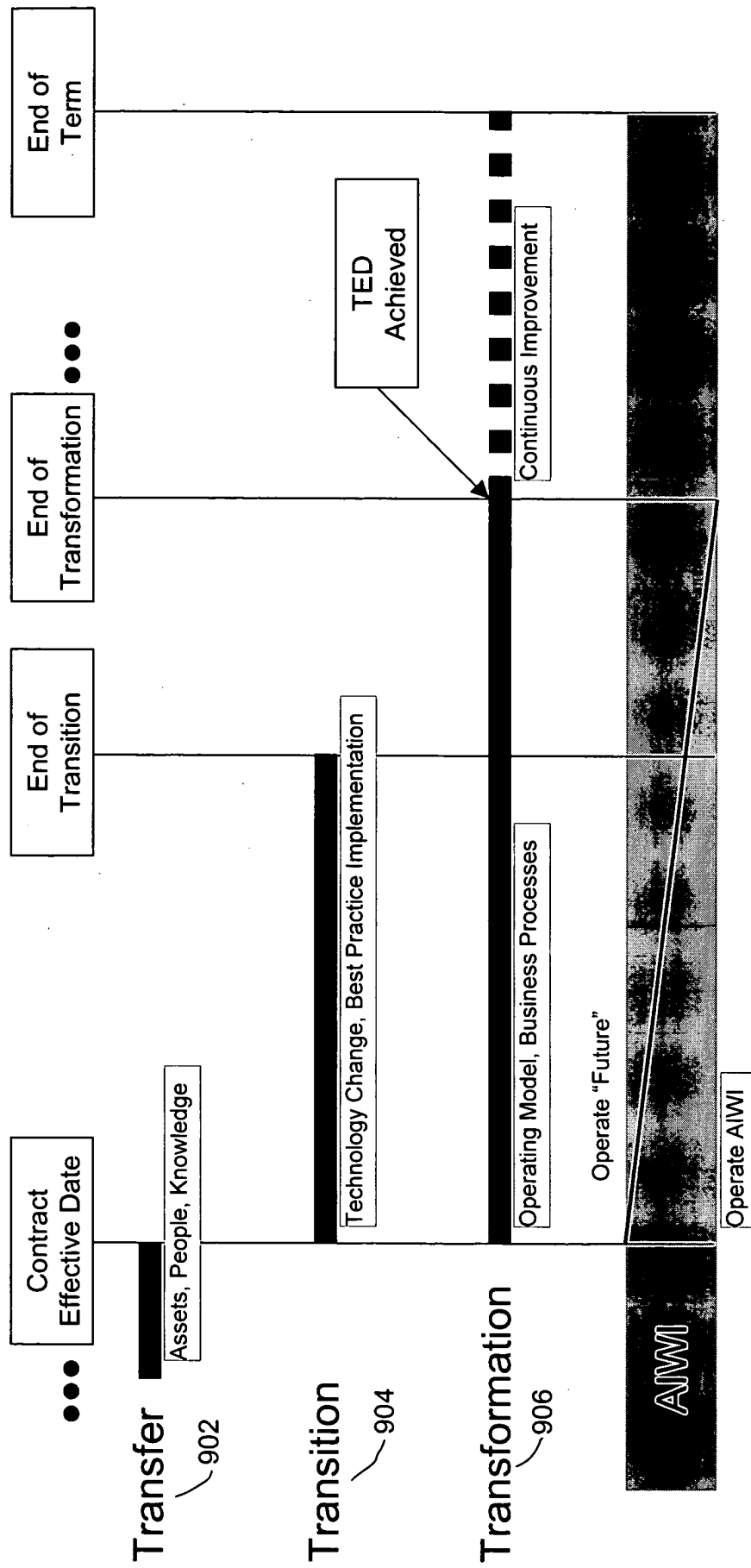


Figure 9

Examples				
Processes	Requirements	Help Desk	Operations	
	Architecture	Reporting	Service Support	
	Engineering	Acquisition	Service Delivery	
	Quality Assurance	Deployment	Security Management	
	Order Entry	Maintenance	Logistics	
Technologies	PC	Switch	Database Server	
	Camera	FRAD	Print/File Server	
	Scanner	Router	Voice Server	
	Printer	FEP	CTI	
	Telephone	Firewall	Wallboard	
	ATM	Circuit	Predictive Dialer	
Geographies	United States	Data Center	Europe	
	Canada	Location Types 1, 2, 3	Asia	
	New York	Home	South America	
	Toronto	Kiosk	Australia	
Business Units	Corporate Centers	Lending Operations	Investment Operations	
	Retail Banking	Trading Operations		

Figure 10



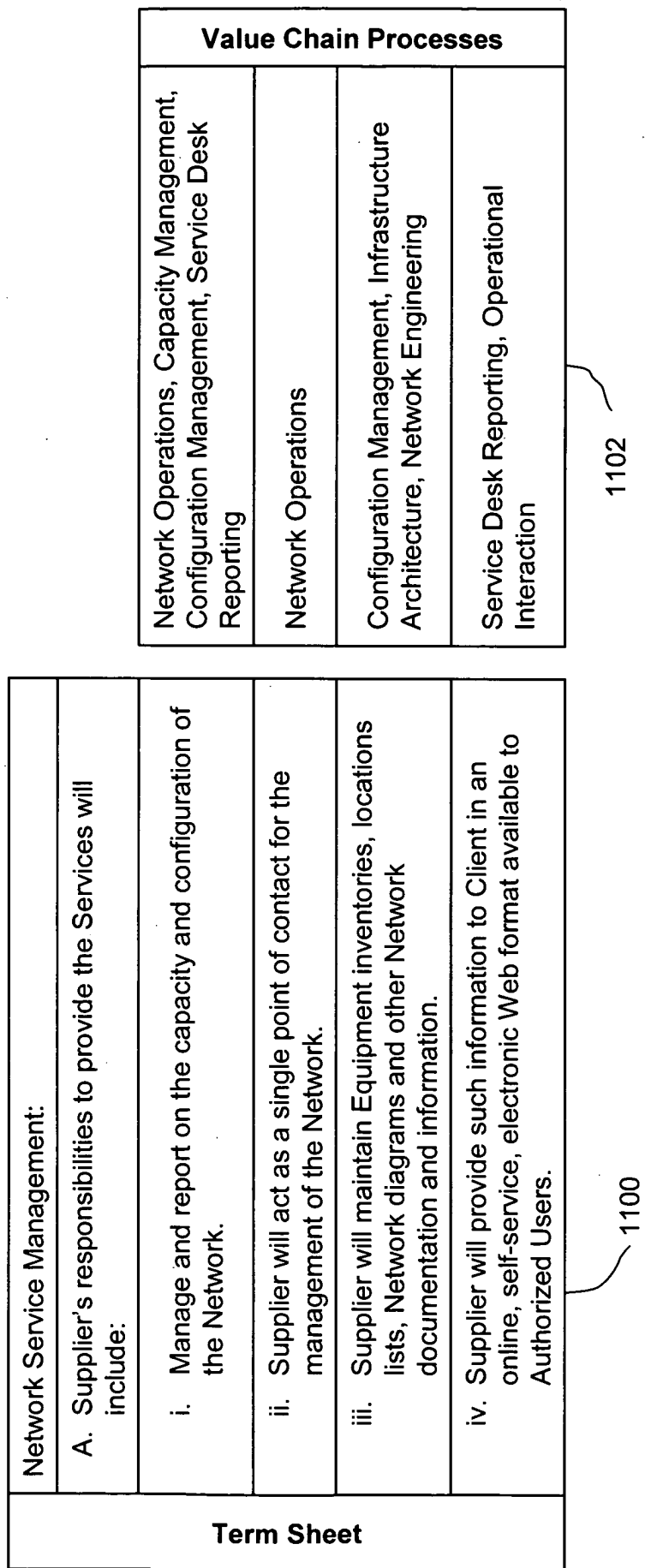
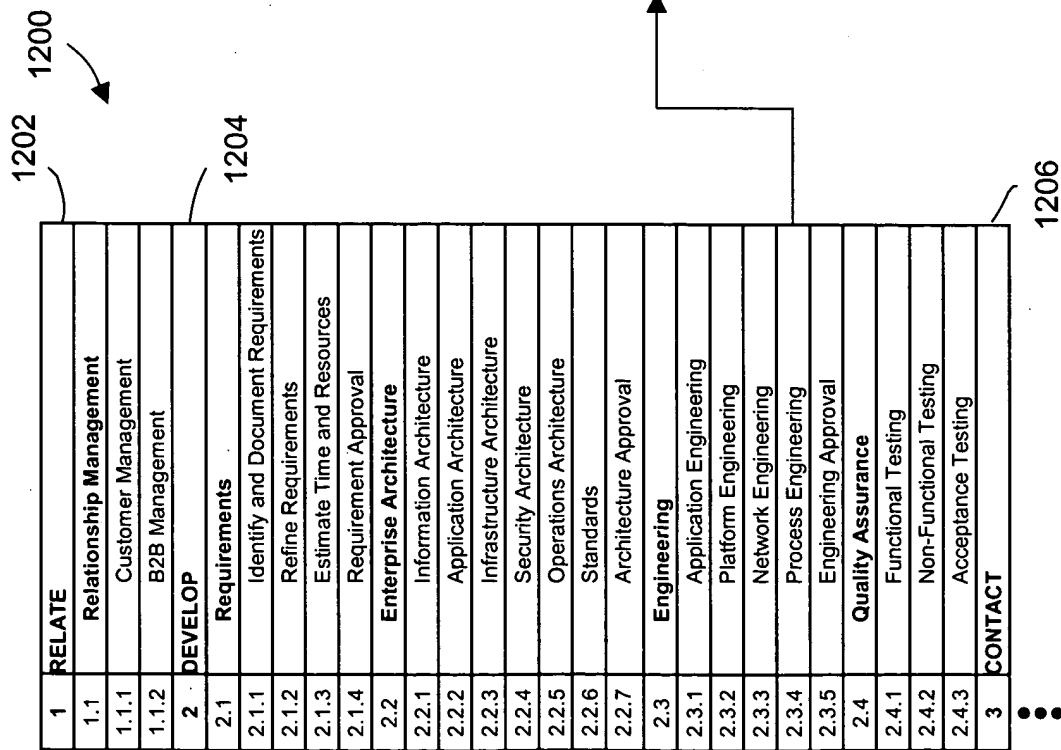


Figure 11



"Process Engineering" as it relates to the Services includes, but is not limited to, those activities necessary to continuously maintain the underlying work processes of the Services (and how they interface with Client's business processes) at a best-in-class level. Such activities include:

1. Identifying the applicable process objectives (e.g., cost reduction, output speed, quality improvement, etc.)
2. Documenting, measuring and evaluating the existing processes
3. Identifying the business processes dependencies
4. Identifying technology and other changes to the Services that require the design of new process
5. Identifying technology and other enablers that can enhance the processes
6. Designing new processes to produce the desired objectives
7. Documenting the new processes, including by developing process maps, textual write-ups, etc.
8. Prototyping or testing the new processes before wide-scale release
9. Developing the resource requirements and functional roles of the personnel to perform the processes
10. Designing the organizational changes necessary to achieve the desired outcome
11. Enhancing processing capabilities and efficiencies through system tuning and other run-time improvements
12. Specifying the technology and/or other enabler requirements in support of new processes
13. Performing a risk assessment of the process, organizational, technological or other changes associated with new processes

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Figure 12

1300

1	CLIENT ELEMENTS
1.1	PC
1.1.1	Desktop
1.1.1.1	Corporate Desktop
1.1.2	Notebook
1.2	Telephone
1.2.1	Digital
1.2.2	VoIP
1.2.3	Mobile
1.3	PDA
1.3.1	Standalone
1.3.2	Blackberry
1.3.3	Pager
1.4	Printer
1.4.1	Networked
1.4.2	Personal
1.5	Retail Banking
1.5.1	ATM
1.5.2	CDU
1.5.3	PIN Pad

Attributes :	
► Refresh Rate: 3 yrs.	► Windows 2000 @ N-1
► Under Warranty	► MS Office 2000 @ N-1
	► Lotus Notes @ N-2

1312

1302

2	SERVER ELEMENTS
2.1	Centralized Application
2.2	Distributed Application
2.3	Data Base
2.4	Mail
2.5	Print and Store
2.6	Voice
2.6.1	IVR
2.6.2	PBX
2.6.3	ACD

1306

1304

4	APPLICATION ELEMENTS
4.1	SAP
4.2	PeopleSoft
4.2.1	Financials
4.2.2	Human Resources
4.3	Oracle
4.3.1	Financials
4.4	Siebel
4.4.1	Sales
4.4.2	Marketing

1308

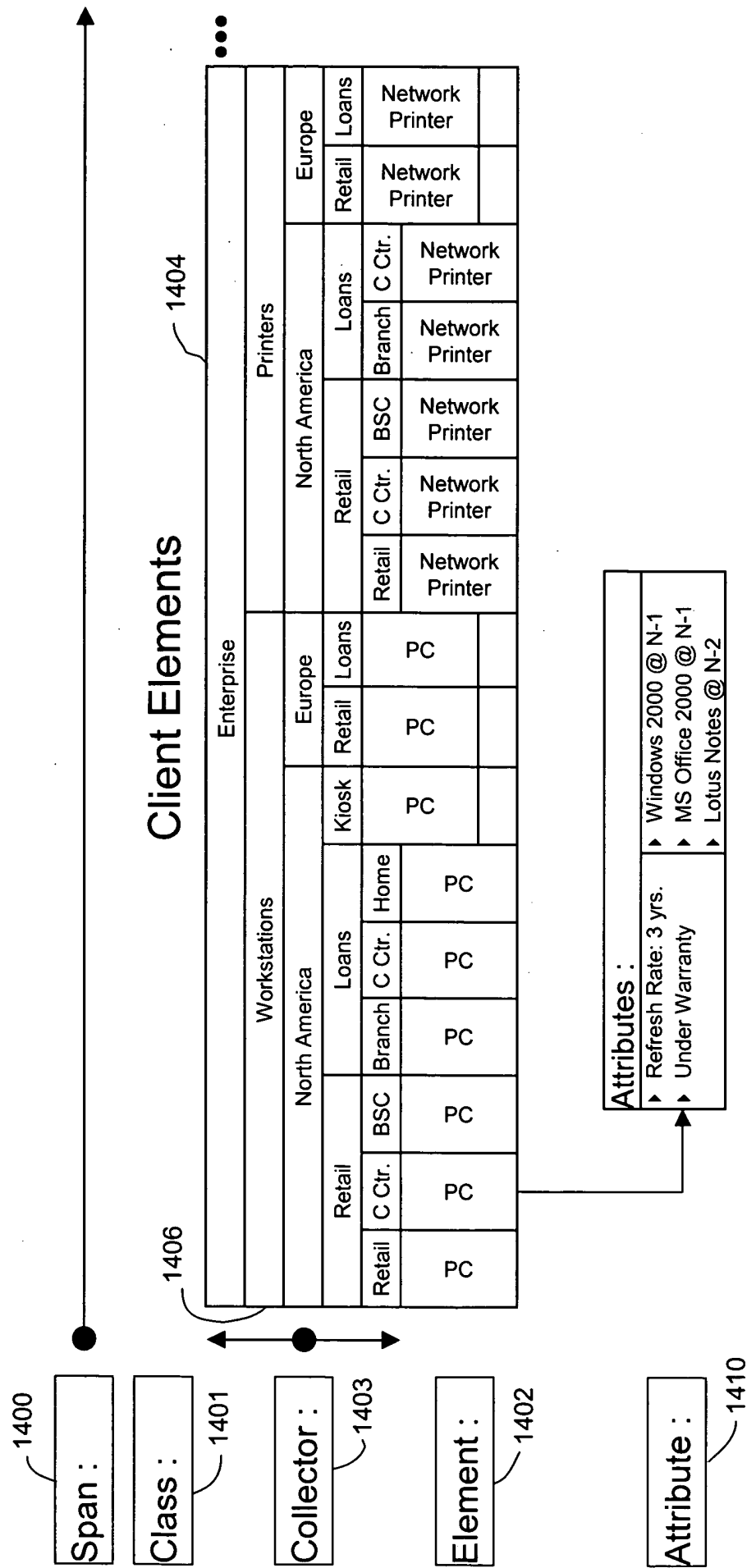
5	3 <sup>rd</sup> PARTY ELEMENTS
5.1	Client Specific – TBD

1310

6	REAL ESTATE ELEMENTS
6.1	Client Specific – TBD

3	ENABLING ELEMENTS
3.1	Middleboxes
3.1.1	ATM Switch
3.1.2	Statistical Multiplexers
3.1.3	FRAD
3.1.4	Router
3.1.5	LAN Switch
3.1.6	LAN Hub
3.1.7	FEP
3.1.8	Firewall
3.1.9	Gateway
3.1.10	PAD
3.1.11	Cache
3.2	Link and Link Devices
3.2.1	WAN Circuit
3.2.2	MAN Circuit
3.2.3	LAN Cabling
3.2.3.1	Vertical
3.2.3.2	Horizontal
3.2.4	Modem
3.2.5	DSU and CSU
3.2.6	PSU
3.2.7	DWDM Media Access
3.2.8	Patch Cords
3.2.9	Environmental Equipment
3.2.9.1	UPS
3.2.9.2	A/C
3.2.9.3	Equipment Racks

Figure 13



## Figure 14

<p>1502</p> <p>Supplier has full responsibility</p> <p>Supplier has coordination responsibility</p> <p>Client has full responsibility</p> <p>TBD</p> <p>TBD</p>	1500														
	1506														
	1504														
	Enterprise														
	Workstation					Printers									
	North America					North America					Europe				
	Retail		Loans		Kiosk	Retail		Loans			Retail		Loans		
	C Ctr.	BSC	Branch	C Ctr.	Home	PC	PC	PC	PC		C Ctr.	BSC	Branch	C Ctr.	Network Printer
	PC	PC	PC	PC	PC						Network Printer	Network Printer	Network Printer	Network Printer	Network Printer
1	RELATE														
1.1	Relationship Management														
1.1.1	Customer Management														
1.1.2	B2B Management														
2	DEVELOP														
2.1	Requirements														
2.1.1	Identify and Document Requirements														
2.1.2	Refine Requirements														
2.1.3	Estimate Time and Resources														
2.1.4	Requirement Approval														
2.2	Enterprise Architecture														
2.2.1	Information Architecture														
2.2.2	Application Architecture														
2.2.3	Infrastructure Architecture														
2.2.4	Security Architecture														
2.2.5	Operations Architecture														
2.2.6	Standards														
2.2.7	Architecture Approval														
2.3	Engineering														

Figure 15

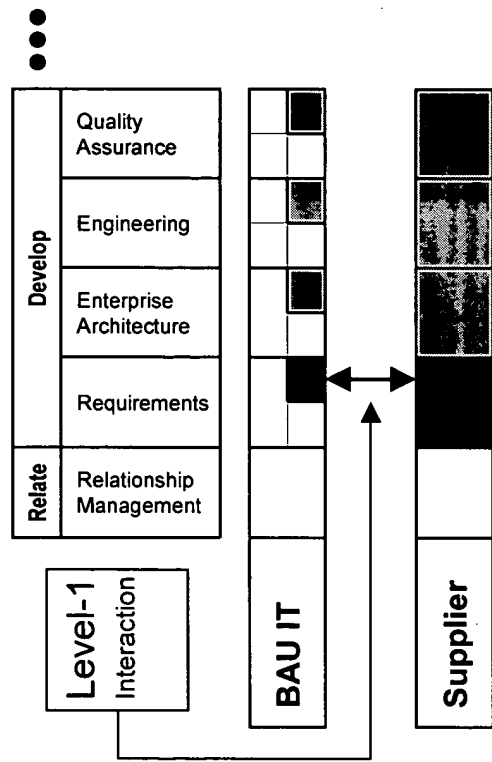


Figure 16

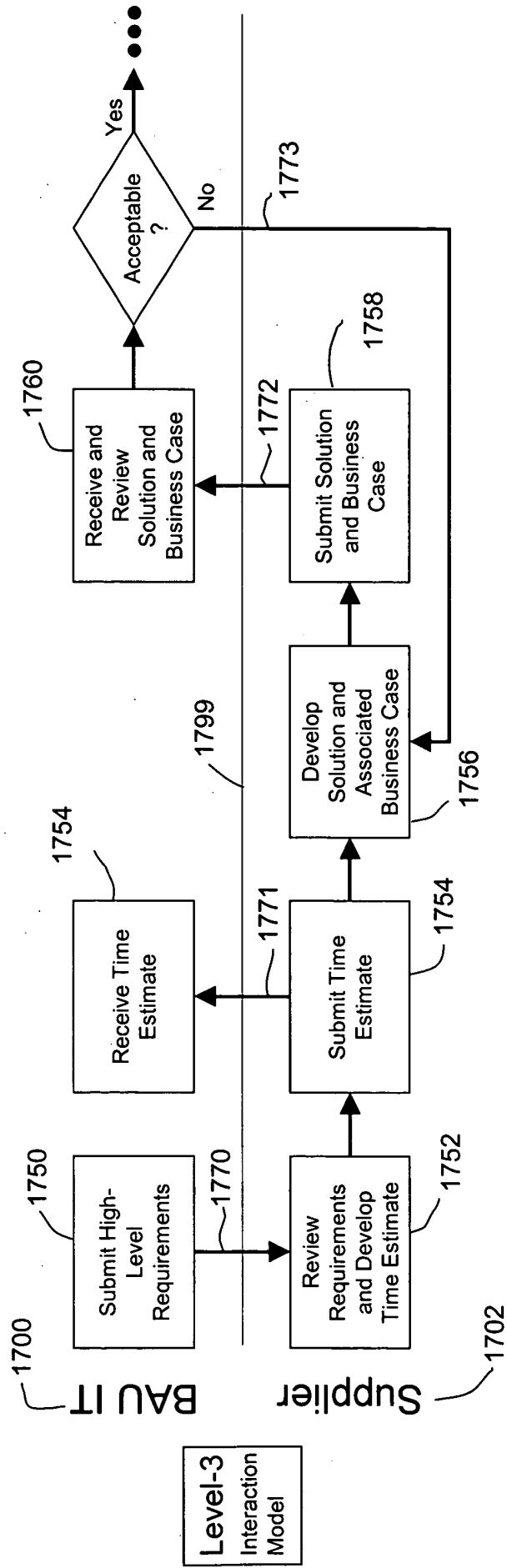


Figure 17

Interaction Template	
Description	<ul style="list-style-type: none"> <li>▶ Description of the interaction</li> </ul>
Direction	<ul style="list-style-type: none"> <li>▶ Supplier → Customer</li> <li>▶ Customer → Supplier</li> <li>▶ Customer + Supplier</li> </ul>
Relevant Actors	<ul style="list-style-type: none"> <li>▶ Client (names and/or positions)</li> <li>▶ Supplier (names and/or positions)</li> </ul>
Contents	<ul style="list-style-type: none"> <li>▶ Description of document (e.g., text, sample forms, table of contents)</li> <li>▶ Description of meeting (e.g., agenda)</li> </ul>
Format	<ul style="list-style-type: none"> <li>▶ Document (e.g., paper, electronic)</li> <li>▶ Meeting (e.g., telephone, video, in-person)</li> </ul>
Frequency of Occurrence	<ul style="list-style-type: none"> <li>▶ Recurring (e.g., weekly, monthly, etc.)</li> <li>▶ Ad-hoc</li> </ul>
Iterations Expected	<ul style="list-style-type: none"> <li>▶ One</li> <li>▶ Multiple (provide number)</li> </ul>
Service Measures	<ul style="list-style-type: none"> <li>▶ Description of measures (e.g., temporal, availability, quality)</li> </ul>

1800 ↗

Figure 18



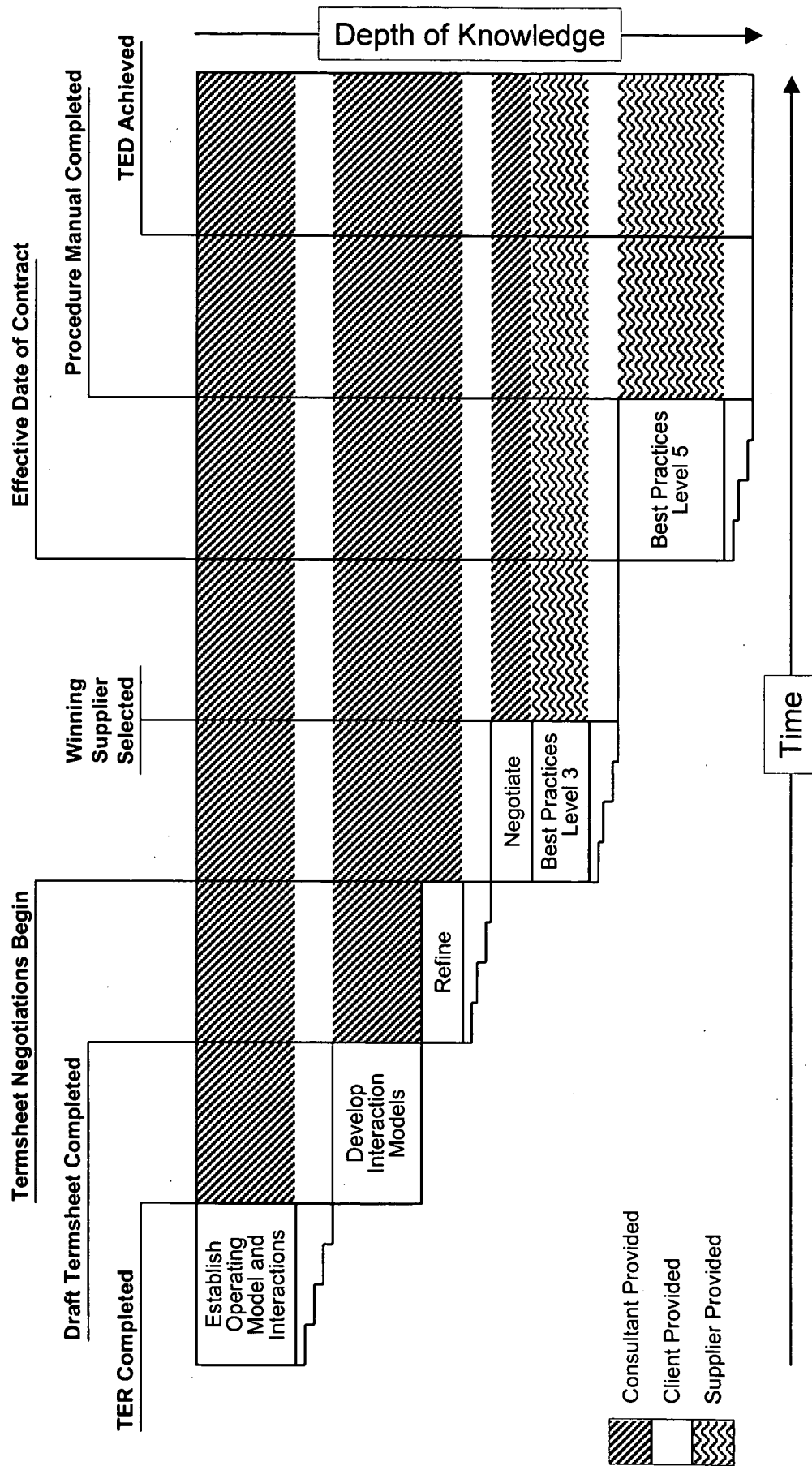


Figure 19

2000 →

Service Measure				Service Level					
Ref.	Name	Definition	Type	Unit	Qualifier	For		And	
						Value	%	Value	%
5.4.3	Access Request Time	Means the elapsed time between when a Client submits a request for systems and/or data access rights, and the moment that Supplier grants such access rights.	Temporal	Business Days	≤	1	95%	2	100%
2.1.1	Business Solution Inaccuracy	Means, for all solutions delivered by Supplier in response to high-level business requirements, the percentage of such solutions rejected by Client as either insufficient or not adequately addressing the requirements.	Quality	%	≤	10	100%		

Figure 20

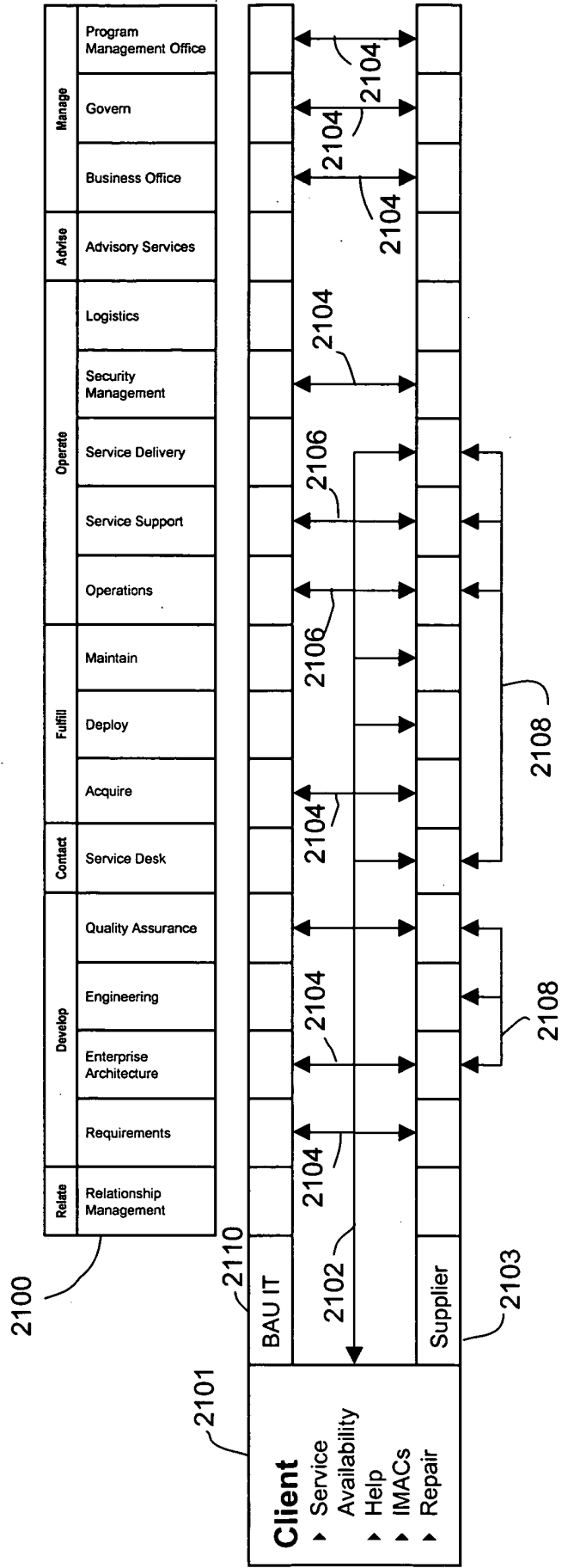
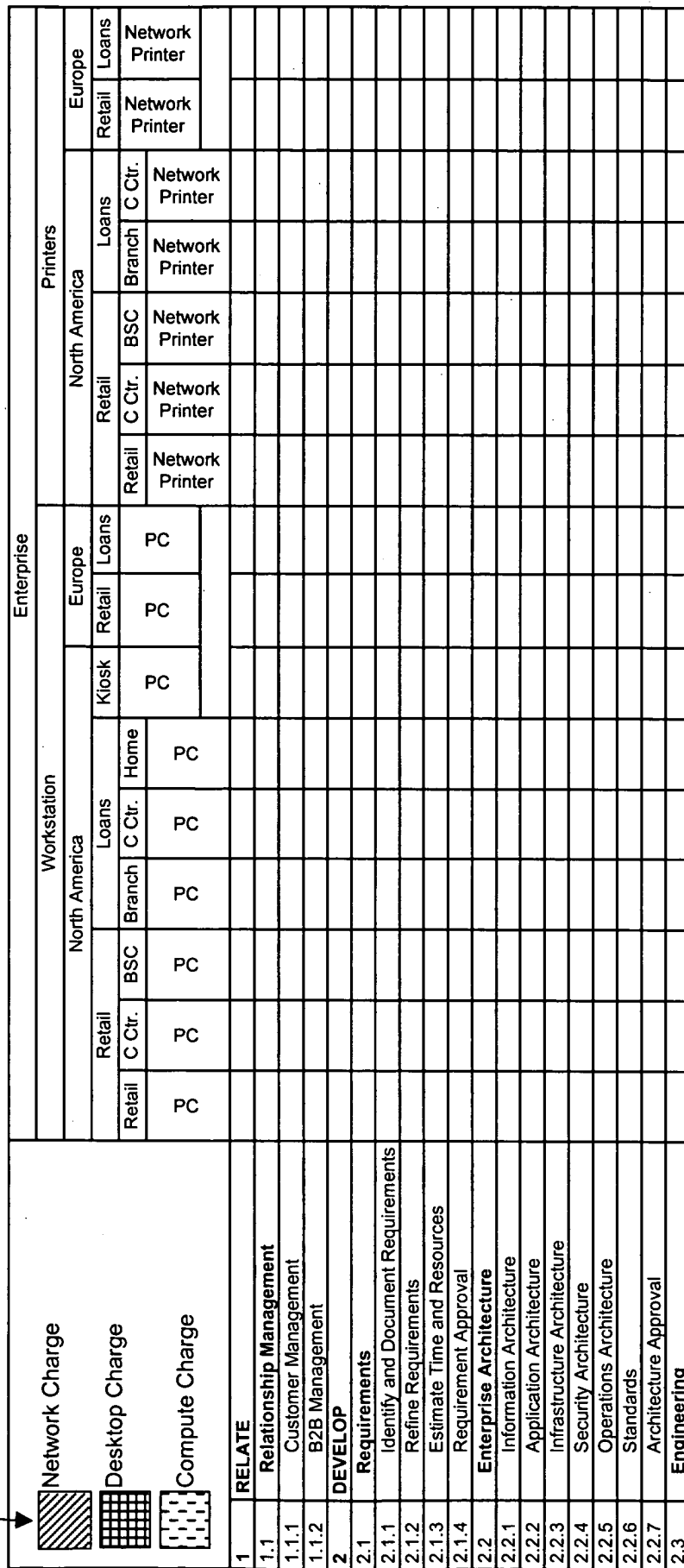


Figure 21

Service Measures		Service Levels					
		Enterprise	Retail		Loans		Kiosk
			North America	Europe	North America	Europe	
1	RELATE						
1.1	Relationship Management						
1.1.1	Customer Management						
1.1.2	B2B Management						
2	DEVELOP						
2.1	Requirements						
2.1.1	Identify and Document Requirements						
2.1.2	Refine Requirements						
2.1.3	Estimate Time and Resources						
	Business Solution Delivery Time Accuracy	≥ 98%					
2.1.4	Requirement Approval						
	Business Solution Inaccuracy	≤ 10%				≤ 2%	
2.2	Enterprise Architecture						

Figure 22



## Figure 23

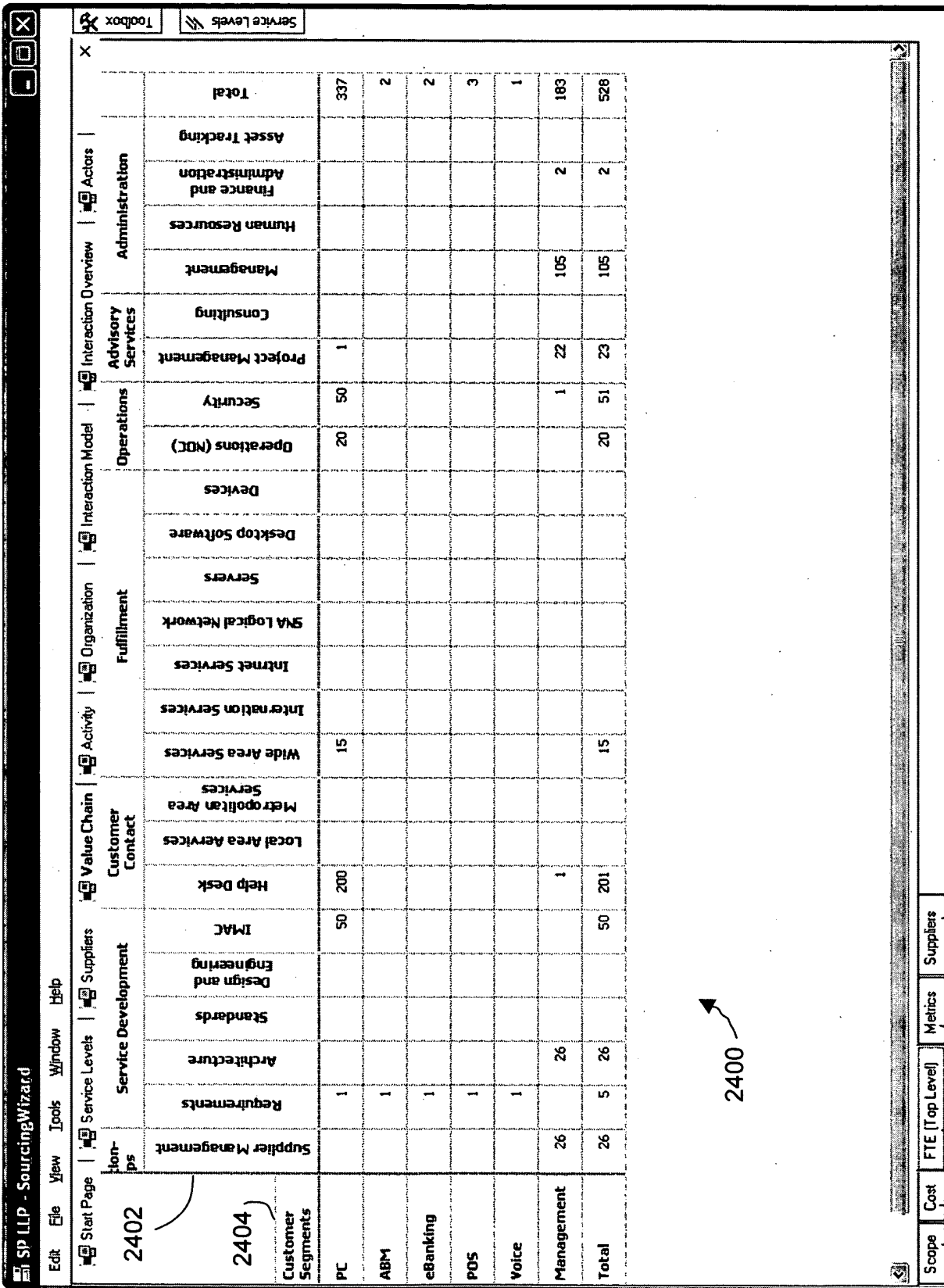


Figure 24